



# INTERSOL 2007

## BP Remediation Management

HSSE Management in Europe: Experience at Contaminated Sites

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# Remediation Management Rationale



- A **centralised function** of BP
- Provides a **Global Framework** for Controlling and Managing BP's environmental liabilities.
- Has a globally consistent **evaluation** and **decision making** process
- Ensures powerful **Shared Learnings** across BP
- Allows Revenue Generating Businesses **to focus on Operating** their business

# Remediation at Contaminated sites

## Consultants, Contractors and Subcontractors



- Consultants, contractors and subcontractors support operations
- Operate within framework set by Remediation Management and run by Environmental Business Managers (EBM)
- Consultant – design remediation system, support regulatory negotiations
- Contractor – perform site operations
- EBM and Contractor supported by HSSE for example Safety on Site Assessment



# BP Safety & Operations Goals...

Applies to all 'Workforce' (staff + contractors)



Effective S&O  
Connectivity...

Working together to...

By utilizing...

To prevent...

**Plant**

**Contain our materials,**  
when, where and how  
we want them.

**Process Safety,**  
IM Standard

Loss of life

**Processes**

**Be in control of all**  
aspects of our  
operations.

**COW Standard,**  
Driving Safety, MOC,  
Compliance, Marine  
Operations, Security

Damage to  
Environment

**People**

**Ensure every**  
individual has  
required  
competencies and  
**takes safety**  
personally.

**Learning,**  
Consequences,  
Cultural Themes,  
Incident Response

Accidents

Underpinned by Leadership with four cultural themes...

**Focus on Operations**  
**Disciplined Approach**

**Bias for Continuity**  
**Teamwork & Empowerment**

Injuries and  
Illnesses

# Consultants, Contractors and Subcontractors



- A regular procurement process takes
- Procurement, RM Operations and HSSE work together to define specific set of Operations requirements, HSSE criteria and Procurement strategy
- Third party Safety & Operations philosophy must be aligned with BP's
- Rigorous HSSE audit before any Master Service Agreement is awarded
- Ongoing collaborative programme to assure required performance and standards are met and to share best practice and lessons learned



# Remediation Management

## Tools to support Assurance and Expectations



### **BP Group Standards:**

- Control of Work
- Integrity Management
- Golden Rules
- BP Group HSSE reporting tool

### **Remediation Management standard practices:**

- The 4 D's
  - Digging Driving Drilling (Mobilisation) and Demobilisation
- Assurance (Internal/External Audits)
- Safety Leadership
- Powerful Safety one-to-one conversations

### **Remediation Management HSSE Assurance and Expectations Tools:**

- Behavior-based Safety
- Risk Management (JSA/Hazard Recognition)
- Contractor Management Framework
- Subcontractor Management
- Drug & Alcohol-free Workplace
- Emergency Response
- Health and Safety Plan (HASP)
- Improvement Process
- Incident Reporting
- Compliance
- Training
- Weapons-free Workplace

# Remediation Management HSSE Website



<http://rmhsse.bpglobal.com>

BP Remediation Management - Home - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <http://rmhsse.bpglobal.com/>

bp

Search:  » Go

Assurance Plan Reporting Communication Award Program Resources Global Community

External Links  
BP Links

## Remediation Management External HSSE Site



Remediation Management's  
HSSE goals are simply stated:

- No Accidents
- No Harm to People
- No Damage to the Environment

> New Remediation Site Goes Online  
22 February 2006

> Assurance Plan Updated  
23 February 2006

> Remediation Photo Library Updated  
23 February 2006

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# Contractors Expectations Key Performance Indicators 2007



**Annual Expectations Meeting** includes staff, consultants, contractors and subcontractors

## Key Performance Indicators

- **Control of Work** Process and Procedure
- **The Driving Standard** Defensive Driving  
Fatigue Management
- **HSSE Incident Reports** Reports entered to BP Group Reporting System  
Actions closed out
- **Quality HSSE Reports** Follow up and Share Lessons Learned
- **Safety Discussions with Site workers**
- **Safety, Compliance and Integrity Management Checklists**

## Sharing

- **KPI's** and other Safety Performance measures
- Powerful **sharing of Contractors experiences** (stories) during breakout sessions
- Capture learning through improvements to **Operating Management System**



# Remediation Management Supplier HSSE Awards



## Award Program



- Key way to acknowledge Contractor and Subcontractor effort and performance
- **Excellence in HSSE Award** recognizes Contractors and Subcontractors who have an acceptable HSSE record when performing work on RM sites
- **Diamond Award** presented to Contractors who have an acceptable HSSE record on RM sites **and** who have contributed the most to RM's success in the areas of leadership, innovation and subcontractor management

# Control of work



## The Standard

- BP Group Standard (mandatory)
- Developed to improve the personal safety of every person who works for BP
  - Reduce the number & frequency of injuries and fatalities that occur as a result of incidents in the workplace
- 12 elements

# Control of Work program



## PLAN THE WORK

- Element 1 **Policy** concerning the CoW process
- Element 2 All roles have **defined accountabilities**
- Element 3 All persons **trained and competent** to carry out their roles
- Element 4 Planning and scheduling of work **identifies tasks & interaction**

## ASSESS THE RISK

- Element 5 Tasks must be **risk assessed** before work starts
- Element 6 **Work permit** must be obtained for specific types of work
- Element 7 **Documented scope, hazards, controls and mitigations**

# Control of Work program



## CONTROL WORK

- **Element 8** **Responsible person** regularly monitors and manages work
- **Element 9** Work site to be **left in a safe condition** on completion or interruption of the work

## CAPTURE THE LEARNING

- **Element 10** The Control of Work process is regularly **audited**
- **Element 11** Internal and external lessons learned to be **captured, incorporated and shared**

## STOP UNSAFE WORK

- **Element 12** It is clear to everyone that they have the **obligation and authority to stop unsafe work**

# CASE STUDY - WHY CoW IS SO CRUCIAL!



**Photo 1 : Geoprobe on Drilling location**



**Cutting shoe of damaged Core Sampler with part of protection material of the electric cable**



**Soil excavation showing damaged cable**

# CRITICAL FACTORS AND ACTION PLAN



- **Critical Factors:**
  - 1) Decision to favour oral information versus existing utility map,
  - 2) Lack of communication between the field crew and the project manager,
  - 3) Will to save time on site due to the complaint of a neighbour the day before,
  - 4) Limited utility search with radio detection tool,
  - 5) Control of work process was not managed completely (MOC)
- **Actions:**
  - 1) Improvement of existing DICT (underground services consultation) procedure,
  - 2) Creation of specific document indicating responsibilities for each specific project,
  - 3) Stop Work Policy + reinforcement of communication between Contractor Management + BP,
  - 4) Training with BP and Subcontractors (COW + Hazard Recognition),
  - 5) Integration of Field-HSSE Responsible in BP dedicated Team.